

Early Care & Education Strategic Plan

Missouri's Early Care & Education Strategic Plan describes a multi-year strategy to build and sustain a coordinated system of early care and education to support children from birth to age five. The strategic plan was developed with a focus on safety, health and learning that builds on a previous plan set forth by the Coordinating Board for Early Childhood (CBEC). The plan was created in partnership with multiple state agencies, several Missouri-based organizations committed to enhancing child well-being and over 1,800 Missourians, including families and early childhood professionals from various sectors in the early care and education system.

Vision

Young children are safe, healthy and successful learners, reaching their full potential.

Mission

Missouri's early care and education system is coordinated, accessible, adequately resourced and of high quality, designed to promote the well-being of young children and their families.

Guiding Principles for a Comprehensive System

Efforts to achieve the vision and mission set forth by Missouri's early care and education system are guided by a core set of principles:

- 1. Early childhood is the most intensive developmental period, where both positive and negative factors have the greatest impact on children's health and well-being.**
- 2. Policies and practices that are equitable, culturally and linguistically responsive, inclusive and accessible provide the strongest foundation for children's success in early years and beyond.**
- 3. Effective programs for young children respond to the totality of a child's health and developmental needs.**
- 4. Children with disabilities are best served in natural environments and inclusive programs rather than separate, clinical or disability-focused settings.**
- 5. Programs and professionals are equipped to build on each child's unique set of individual and family strengths, and celebrate the range of diversity among those served.**
- 6. Effective early childhood programs invite and support parents and family members as fully engaged partners in the design and delivery of services.**
- 7. The early childhood workforce is diverse and consists of professionals who are valued and compensated for their commitment, time and expertise.**
- 8. Quality programs, informed by valid and reliable research representing Missouri's diverse population, are the most effective.**
- 9. Investments in prevention and early intervention are the most cost-effective use of public funds and offer the greatest return on investment.**
- 10. The coordination of programs and services at all levels results in administrative efficiencies and more convenience for families.**

Abbreviation Bank

CBEC	Coordinating Board for Early Childhood
CDA	Child Development Associate credential
CDC	Centers for Disease Control and Prevention
DESE	Missouri Department of Elementary and Secondary Education
DHSS	Missouri Department of Health and Senior Services
DMH	Missouri Department of Mental Health
DSS	Missouri Department of Social Services
MELS	Missouri Early Learning Standards
MOU	Memorandum of Understanding
PDG	Preschool Development Grant
T.E.A.C.H.	Teacher Education Assistance for College and Higher Education Scholarships

Introduction

The tables below display the Missouri Early Care & Education strategic plan goals, priority areas, strategies, and associated action steps. Note that some action steps are labeled as *Emerging action steps*. These are actions to be addressed in the future; however, they are included here to show the direction of work that will be done in the next few years.

The implementation measures listed are the methods that CBEC uses to track the completion of action steps. Implementation measure are not outcomes, which refer to measurable changes in the early care and education system or how people use the system. The final column, Responsible Agency/Party, lists the entity or entities that will provide information regarding whether the implementation measures have been met. This column does not reflect all the entities involved with the strategy or action steps, rather the entities that will be responsible for ensuring the action steps were completed per the implementation measures.

All emerging action steps have *To be determined* listed in the Implementation Measure and Responsible Agency/Party columns to reflect the future determination of the action steps to be measured and who will be responsible for tracking them in the future.

Action steps that address more than one strategy are marked with an asterisk (*) and reference the associated strategies.

Goal 1: Building Strong Systems

An effective early care and education system requires a connected, collaborative and comprehensive approach. The following systems-level priorities represent the foundational components that are necessary for strengthening systems.

Priority Area: Governance & Leadership

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
1. Enhance capacity of state leaders to support early care and education initiatives	Identify state agency and partner leaders who should be targeted and the best methods for informing them	List completed (October 31, 2020)	CBEC Executive Committee
	Create an action plan for contacting and engaging leaders in state agencies	Date action plan completed (December 31, 2020)	CBEC Executive Committee
	<u>Emerging action steps:</u> Implement action plan	To be determined	To be determined
	Based on the methods identified in the action plan, engage and communicate information about early care and education initiatives to state leaders and agencies (example: information on the new shared website)		
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
2. Clarify roles and responsibilities of state agencies who make decisions about early care and education	Identify and map the agency roles and responsibilities of the programs that comprise the early care and education system	A summary of agency roles and responsibilities is completed (December 1, 2020)	CBEC (members, workgroup, or other)
	Post document on the shared website and share with agencies	Date when document is posted and dates shared with agencies (December 30, 2020)	CBEC Members
		Number of unique visitors to document on shared website (quarterly)	DESE Preschool Development Grant (PDG) team

Priority Area: Collaboration & Coordination

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
3. Review and recommend policies and protocols that support engagement of a diverse set of stakeholders at state and local levels	<p><u>Emerging action steps:</u> Complete a review of existing policies and protocols for engaging a diverse set of stakeholders</p> <p>Produce a report of recommendations on policies and protocols that support stakeholder and family engagement</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
4. Create and implement an ongoing review process for Missouri's Early Care & Education Strategic Plan	<p>Identify and finalize action steps and performance measures of the ECE strategic plan</p> <p>On a quarterly basis, identify priorities for action and review progress of the ECE strategic plan</p>	<p>Completion of strategic plan action steps and performance measures document (October 6, 2020)</p> <p>Priority action list completed (quarterly basis as part of CBEC standing agenda)</p>	<p>PDG Strategic Plan Group</p> <p>CBEC Members</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
5. Encourage collaborative partnerships that facilitate young children's development.	Provide opportunities for information sharing and dialogue about early care and education among partners, through regular stakeholder meetings	<p>Dates and purpose of stakeholder meetings by agency/partner starting July 1, 2020 (December 31, 2020)</p> <p>Number of attendees at stakeholder meetings by date starting July 1, 2020. (December 31, 2020)</p>	DESE PDG Team, other state agencies/partners

Priority Area: Equity, Diversity & Inclusion

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
6. Encourage collaborative partnerships that facilitate young children's development	Provide opportunities for information sharing and dialogue about early care and education among partners, through regular stakeholder meetings	Dates and purpose of stakeholder meetings by agency/partner starting July 1, 2020 (December 31, 2020) Number of attendees at stakeholder meetings by date starting July 1, 2020. (December 31, 2020)	DESE PDG Team, other state agencies/ partners
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
7. Encourage partnerships that reduce fragmentation in Missouri's early care and education system	<u>Emerging action step:</u> Conduct a program alignment of activities through fiscal mapping that identifies gaps and overlaps of all programs in the early care and education system	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
8. Coordinate services to improve continuity for children and families	Develop a virtual hub and multiple regional hubs to coordinate enrollment and services <u>Emerging action step:</u> Establish a way to have an unduplicated count of children served by hubs	Date when virtual and regional hubs go live (July 2021) To be determined	DESE PDG Team To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
9. Ensure equitable access to the early care and education system	<u>Emerging action steps:</u> Collect and analyze aggregate data to identify disparities in access based on geography within the state and partners Collect and analyze individual data to identify disparities in access based on other factors	To be determined	To be determined

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
10. Embrace the diversity of families participating in programs and services	<p>Create a statement addressing the importance and benefits of embracing diversity of families in programs and services</p> <p>Identify a project team that will scan existing state agencies' and partners' policies regarding diversity and cultural competency</p> <p><u>Emerging action step:</u> Scan existing policies and develop universal/agreed-upon policies that focus on cultural competency</p>	<p>Date when statement drafted (December 30, 2020)</p> <p>Date team identified (December 30, 2020)</p> <p>To be determined</p>	<p>CBEC (member, workgroup, other)</p> <p>CBEC (member, workgroup, other)</p> <p>To be determined</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
11. Promote the use of inclusive practices	<p>Review existing CBEC statement on inclusive practices</p> <p>Identify a project team that will develop policies regarding inclusive practices</p> <p><u>Emerging action step:</u> Develop universal/agreed-upon policies that focus on implementation of inclusive practices</p>	<p>Date of review (October 30, 2020)</p> <p>Date when team identified (December 30, 2020)</p> <p>To be determined</p>	<p>CBEC (member, workgroup, other)</p> <p>CBEC (member, workgroup, other)</p> <p>To be determined</p>

Priority Area: Funding & Financing

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
12. Ensure equity in the distribution of financial resources	<p><u>Emerging action step:</u> Determine the current distribution of financial resources through fiscal mapping and identify inequities</p>	To be determined	To be determined

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
13. Pursue funding sources that promote coordinated early childhood initiatives	<p><u>Emerging action steps:</u> Identify gaps and overlaps in coordinating services for children through fiscal mapping</p> <p>Establish a process for state and local agencies to inform CBEC of funded early care and education initiatives</p> <p>Review funded initiatives and recommend potential opportunities for coordination</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
14. Build public-private partnerships to secure and sustain financing	<p>Identify a project team to develop universal/agreed-upon materials about the value of early care and education and return on investment*</p> <p><u>Emerging action steps:</u> Educate the private and philanthropic sectors on the value of early care and education*</p> <p>Create public-private partnerships*</p> <p>Secure funding/resources from public-private partnerships</p> <p><i>* Same action steps and emerging action steps as Goal 3, Priority Area Health, Strategy 3: Engage healthcare and mental health providers as early care and education collaborators; and Goal 3, Priority Area Stakeholder Identification and Public Engagement, Strategy 2: Build partnerships between early care and education and business leaders</i></p>	<p>Date team identified (September 30, 2020)</p> <p>Draft materials about the value of early care and education and return on investment completed (December 30, 2020)</p> <p>To be determined</p>	<p>DESE PDG School Readiness Team</p> <p>DESE PDG School Readiness Team</p> <p>To be determined</p>

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
15. Recommend funding for programs and practices that improve outcomes for children, families and early childhood professionals	<u>Emerging action step:</u> Use existing resources and/or analyze data to determine which programs and practices improve outcomes for children, families and early childhood professionals	To be determined	To be determined

Priority Area: Early Care & Education Policies

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
16. Review and recommend policies that strengthen the early care and education system	<u>Emerging action steps:</u> Inventory state agencies' and partners' policies related to early care and education system Establish criteria for classifying state agencies' and partners' policies as strengthening, neutral, or creating barriers/detracting Complete a review of policies of state agencies and partners to classify policies based on established criteria Produce a report of recommendations for action steps regarding policies related to the early care and education system	To be determined	To be determined

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
17. Strengthen supports for subsidy-based care	<u>Emerging action steps:</u> Review the processes for subsidy-based care (family, provider, funder) Identify the gaps and inefficiencies that are barriers to implementation of subsidy-based care Produce a report of recommendations for action steps to address the gaps, inefficiencies, and barriers	To be determined	To be determined

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
18. Strengthen supports for early care and education professionals	Develop and distribute best practice standards for early care and education programs	Best practice standards documents completed (December 20, 2020)	DESE PDG Team
		Date documents available on shared website (January 30, 2021)	DESE PDG Team
		Number of stakeholders informed about best practices (January 30, 2021)	CBEC Members
	Provide trainings to early care and education professionals to enhance family engagement	Number of professionals completing family engagement enhancement through the training calendar (quarterly, starting 2020)	DSS
	Provide trainings for early care and education professionals on trauma awareness	Number of professionals completing trauma awareness through the training calendar (quarterly, starting 2020)	DSS
	Provide trainings for early care and education professionals on trauma-informed strategies	Number of virtual trainings on trauma-informed strategies (quarterly, starting 2020)	DSS, DMH, DHSS, DESE, Head Start Collaboration Office
	Provide T.E.A.C.H. scholarships	Number of T.E.A.C.H. scholarships (e.g., CDA, associate's, bachelor's, other)	DESE, DSS

Priority Area: Workforce & Professional Development

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
19. Build and invest in a diverse and qualified early childhood workforce	<p><u>Emerging action steps:</u> Analyze data across the early care and education workforce sectors to understand their characteristics, including compensation and qualifications</p> <p>Develop a plan to address Missouri's investment in diversity, compensation, and qualifications in early care and education workforce</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
20. Promote early care and education workers as professionals and advocate for their professional development and advancement	<p><u>Emerging action steps:</u> Identify a workgroup to address the importance and promotion of the early care and education workforce</p> <p>Educate the public on the range of early care and education professionals and the value of the workforce</p> <p>Market the professions available in the field and create a recruitment and retention plan based on the career pathways</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
21. Coordinate professional development across sectors	Enhance the existing professional development registry and training calendar to include all early care and education professionals and relevant training	<p>Date when enhanced registry goes live (July 1, 2021)</p> <p>Date when training calendar system goes live (July 1, 2022)</p> <p>Number of new professionals added to registry by professional role (quarterly, starting July 2021)</p> <p>Number of home visiting trainings added to calendar (July 31, 2021)</p>	<p>DESE, DSS</p> <p>DESE, DSS</p> <p>DSS</p> <p>DSS</p>

	<u>Emerging action step:</u> Develop a plan to increase access to business practices trainings and resources available to early care and education professionals	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
22. Support early care and education professionals' personal development and wellness	Research and design leadership development opportunities for early care and education professionals	Report on research and design for a leadership strand in the shared professional development system. (December 30, 2020)	DESE PDG Team
		Report on research and design for T.E.A.C.H. leadership scholarship (December 30, 2020)	DESE PDG Team
		To be determined	To be determined
	<u>Emerging action steps:</u> Identify best practices that support personal development and wellness resources for early care and education professionals		
	Create a report that recommends best practices about personal development and wellness for professionals and programs		

Goal 2: Bridging Access & Quality

Strong foundations allow for the construction of sturdy bridges that link children and their caregivers to the programs and services they need to thrive. The following priorities represent Missouri's commitment to providing and sustaining accessible, quality early care and education.

Priority Area: Access to Early Care & Education

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
23. Improve access to quality programs and services across the early care and education system	<p>Review the processes for families to access state agencies and partners' early care and education programs</p> <p><u>Emerging action steps:</u> Identify the gaps and inefficiencies that are barriers to accessing state agencies and partners' programs</p> <p>Identify state agencies and partners' programs and services that meet the definition of quality</p> <p>Produce a report of recommendations for improving access to quality programs</p>	<p>Date of review completion (December 30, 2020)</p> <p>To be determined</p>	<p>DESE PDG Team</p> <p>To be determined</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
24. Enhance access to comprehensive supports for families and children	<p><u>Emerging action steps:</u> Identify the kinds of comprehensive supports needed by families and children</p> <p>Review processes for families to access comprehensive supports from state agencies and partners</p> <p>Identify the gaps, inefficiencies, and inequities that are barriers to accessing comprehensive supports from state agencies and partners</p> <p>Produce a report of recommendations for enhancing access to comprehensive supports for families and children</p>	To be determined	To be determined

Priority Area: Quality Improvement Activities

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
25. Define quality in the early care and education system	<p>Review best practices of state agencies and partners' programs and services in the early care and education system</p> <p>Analyze national and state practices to arrive at a set of agreed-upon best practices for the early care and education system</p> <p>Draft and finalize a definition of quality in the early care and education</p>	<p>Date final report complete (December 30, 2020)</p> <p>Best practices report posted on shared website (January 31, 2021)</p>	DESE PDG Team
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
26. Support quality enhancement processes and procedures	<p><u>Emerging action steps:</u></p> <p>Define quality enhancement in the early care and education system</p> <p>Identify federal and state resources that enhance quality</p> <p>Review processes and procedures for delivering quality enhancement</p> <p>Produce a report of recommendations for state agencies and partners to collaborate on enhancing quality resources and delivery</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
27. Encourage transparency in reporting of quality ratings	Research and design a quality rating data system	<p>Vendor demonstrations of potential QAR data systems (November 30, 2020)</p> <p>Recommendations for elements that will be in the Missouri QAR system and the process for arriving at a quality rating (December 30, 2020)</p>	<p>DESE PDG Team</p> <p>DESE PDG Team</p>

	<p><u>Emerging action steps:</u> Determine the elements that will be in the Missouri Quality Assurance Rating (QAR) system</p> <p>Determine what level of information will be shared with the public</p> <p>Post quality ratings on the web</p>	To be determined	To be determined
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Priority Area: Transitions

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
28. Support children and families transitioning within the early care and education system	<p><u>Emerging action steps:</u> Identify best practices for transitions within the early care and education system</p> <p>Create a report that recommends best practices in supporting children and families transitioning within the early care and education system</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
29. Support transitions for children and families moving from the early care and education system to school	<p>Expand the K-12 leadership development system by creating a position for an early childhood specialist who will support the knowledge and understanding of elementary school principals about the early care and education system</p> <p>Survey elementary principals participating in the leadership development system</p> <p>Align the Missouri Early Learning Standards (MELS) with the Missouri Learning Standards to support best practices used by early care and education and elementary school professionals</p>	<p>Date position filled (May 30, 2020)</p> <p>Final report on survey results including impact of participation (December 30, 2020)</p> <p>Date the alignment report is completed (December 30, 2020)</p> <p>MELS posted on shared website (January 31, 2021)</p>	<p>DESE PDG Team</p> <p>DESE PDG Team</p> <p>DESE</p> <p>DESE</p>

	<p><u>Emerging action steps:</u> Identify best practices for transitions from the early care and education system to school</p> <p>Create a report that recommends best practices in supporting children and families transitioning from the early care and education system to school</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
30. Adopt a statewide kindergarten entry assessment to evaluate school readiness	<p>Identify the assessment(s) that will be used for kindergarten entry</p> <p>Develop a plan for communicating the use of kindergarten assessment(s) with teachers and early care and education professionals</p>	<p>Date assessment(s) are identified (December 30, 2020)</p> <p>Date communication plan complete (January 31, 2021)</p>	<p>DESE PDG School Readiness Team</p> <p>DESE PDG School Readiness Team</p>

Priority Area: Data Collection & Usage

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
31. Identify agreed-upon elements to be included in an early care and education data system	<p>Identify a project team to develop agreed-upon elements to be included in an early care and education data system</p> <p>Create data standardization across the identified elements</p>	<p>Date team identified (September 15, 2020)</p> <p>Report on identified elements and recommendations for data standardization (December 30, 2020)</p>	<p>DESE PDG Team</p> <p>DESE PDG Team</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
32. Create an early childhood integrated data system (ECIDS)	<p>Utilize an experienced vendor to create an ECIDS</p> <p>Enter into Memorandums of Understanding (MOUs) between the child-serving state agencies and partners that will allow an exchange of information</p>	<p>Date the vendor is contracted (December 30, 2020)</p> <p>Date of MOUs completed (February 28, 2021)</p>	<p>DESE PDG Team</p> <p>DESE, DHSS, DSS</p>

	<u>Emerging action step:</u> Identify other public agencies to be considered for inclusion in the integrated data system	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
33. Strengthen system capacity to collect and report accurate data	<u>Emerging action steps:</u> Identify best practices that professionals in state, partner, and local agencies should use to collect and report accurate data Create policies that ensure that these best practices are being implemented	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
34. Promote an understanding of the importance of data-based decision making	<u>Emerging action steps:</u> Identify a project team to develop agreed-upon materials that promote an understanding of the importance of data-based decision making Distribute materials on the importance of data-based decision making to state agencies and partners	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
35. Improve public access to data	<u>Emerging action steps:</u> Research and design a dashboard that is easily accessible for the public Enhance the existing K-12 portal to include a dashboard that displays early care and education information from ECIDS	To be determined	To be determined

Goal 3: Boosting Supports

Children must have access to comprehensive, evidence-based supports that promote safety, health and learning. The following priorities represent the personal, organizational and public supports that strengthen children's opportunities to reach their full potential.

Priority Area: Family Support & Engagement

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
36. Promote family awareness of the early care and education system	Implement a media campaign directed to families to create awareness of the early care and education system	Date media campaign launches (August 10, 2020)	DESE PDG Team
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
37. Support families as active partners in the early care and education system	<p>Complete a review of existing policies and definitions for family engagement</p> <p>Draft and finalize a definition of family engagement for the early care and education system</p> <p>Produce a report of recommendations on family engagement</p> <p>Identify trainings in state and partner agencies for families</p> <p><u>Emerging action step:</u> Share trainings and distribute materials for families to support family engagement and leadership</p>	<p>Date review, definition and report completed (December 30, 2020)</p> <p>List of trainings (December 30, 2020)</p> <p>To be determined</p>	<p>DESE PDG Team</p> <p>DSS, DMH, DHSS, DESE, Head Start State Collaboration Office</p> <p>To be determined</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
38. Improve strategies to reach families and children who are not currently engaged in the early care and education system	Identify list of existing and new state and community partners who can help reach vulnerable, hard-to-reach, and underserved populations	Date list of existing and new state and community partners who can help reach vulnerable, hard-to-reach, and underserved populations is completed (December 30, 2020)	CBEC (member, workgroup, or other)

	<p><u>Emerging action steps:</u></p> <p>Build relationships with existing and new state and community partners who can help reach vulnerable, hard-to-reach, and underserved populations</p> <p>Develop recommendations for community outreach to vulnerable, hard-to-reach, and underserved populations</p> <p>Use data to determine engagement of vulnerable, hard-to-reach, and underserved populations in the early care and education system</p> <p>Target resources to demographic populations and geographic areas in which families are not engaged in the early care and education system</p>	To be determined	To be determined
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Priority Area: Health

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
39. Promote family and professional understanding of the importance of monitoring developmental milestones	Customize the CDC developmental milestones materials for the state of Missouri	Date materials are completed (December 30, 2020)	DESE PDG Team
	Implement a media campaign on the value of developmental monitoring	Date media campaign launches (December 30, 2020)	DESE PDG Team
	Develop an implementation plan for child care centers and home visiting programs to use developmental milestones materials	Date implementation plan is approved (December 30, 2020)	DESE PDG Team
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
40. Improve access to health and developmental screenings, including social emotional and mental health	Identify the early care and education state and partner agencies that are conducting health and developmental screenings	Date draft report completed (July 31, 2020)	DESE PDG Team
	<p><u>Emerging action steps:</u></p> <p>Collect individual level health and developmental screening data from identified partners and state agencies</p>	To be determined	To be determined

	<p>Complete a preliminary match of DCN and MOSIS numbers to arrive at an unduplicated count of children</p> <p>Collect and analyze data to identify disparities in access to health and developmental screenings within the state</p> <p>Produce a report of recommendations for action steps to address the gaps, inefficiencies, and barriers</p>	To be determined	To be determined
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
41. Engage healthcare and mental health providers as early care and education collaborators	<p>Identify a project team to develop universal/agreed-upon materials about the value of early care and education and return on investment*</p> <p><i>* Same action step as Goal 1, Priority Area Funding and Financing, Strategy 3: Build public-private partnerships to secure and sustain financing; and Goal 3, Priority Area Health, Strategy 2: Build partnerships between early care and education and business leaders</i></p> <p><u>Emerging action steps:</u> Educate healthcare and mental health providers on the value of early care and education</p> <p>Provide strategies for how local early care and education programs can collaborate with healthcare and mental health providers</p> <p>Activate the Health and Mental Health Workgroups of CBEC</p>	<p>Date team identified (September 30, 2020)</p> <p>Draft materials about the value of early care and education and return on investment completed (December 30, 2020)</p> <p>To be determined</p>	<p>DESE PDG School Readiness Team</p> <p>DESE PDG School Readiness Team</p> <p>To be determined</p>
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
42. Strengthen access to comprehensive health programs and services	<p><u>Emerging action steps:</u> Identify a project team to review existing policies and definitions for comprehensive health services</p> <p>Draft and finalize a definition of comprehensive health services and their link to child development</p>	To be determined	To be determined

	<p>Review processes for families to access comprehensive health programs, services, and providers</p> <p>Identify the gaps and inefficiencies that are barriers to accessing comprehensive health programs and services</p> <p>Produce a report of recommendations for enhancing access to comprehensive health programs and services</p>		
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Priority Area: Stakeholder Engagement & Public Engagement

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
43. Create and implement a statewide public information campaign about the value of early care and education	Implement a media campaign on the value of early care and education system	Date media campaign launches (December 30, 2020)	DESE PDG School Readiness Team
Strategy	Action Step	Implementation Measure	Responsible Agency/Party
44. Build partnerships between early care and education and business leaders	<p>Identify a project team to develop universal/agreed-upon materials about the value of early care and education and return on investment*</p> <p><i>*Same action step and emerging action steps as Goal 1, Priority Area Funding and Financing, Strategy 3: Build public-private partnerships to secure and sustain financing; and Goal 3, Priority Area Health, Strategy 3: Engage healthcare and mental health providers as early care and education collaborators</i></p> <p><u>Emerging action steps:</u> Educate the private and philanthropic sectors on the value of early care and education*</p> <p>Create public-private partnerships*</p>	<p>Date team identified (September 30, 2020)</p> <p>Draft materials about the value of early care and education and return on investment completed (December 30, 2020)</p> <p>To be determined</p>	<p>DESE PDG School Readiness Team</p> <p>To be determined</p>

Strategy	Action Step	Implementation Measure	Responsible Agency/Party
45. Support stakeholders' efforts to be early childhood champions at the state and local levels	<p><u>Emerging action steps:</u> Define early childhood champion roles and activities</p> <p>Complete a review of existing policies and protocols for engaging a diverse set of stakeholders to be champions</p> <p>Produce a report of recommendations on policies and protocols for engaging a diverse set of stakeholders to be champions</p> <p>Engage diverse champions to elevate and improve the early care and education system</p>	To be determined	To be determined

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